

AMARC

...A Diamond in the Desert

Supplement to the Desert Airman

Issue 3  
Oct 3, 2003

# Commander's



# Corner

**Colonel Lourdes Castillo**  
Commander

## Getting to Know Us...

Unlike many other organizations, AMARC doesn't measure activity levels based on flying hours, sortie length, engine cycles, and/or landings. We contribute to the Air Force working capital fund under the Depot Maintenance Activity Group. Our activity levels are measured in terms of aircraft, parts, production hours and dollars.

The DMAG is comprised of two segments, contract and organic. The contract portion is depot level maintenance performed by contractors and the organic segment is depot maintenance performed at government-owned, government-operated facilities like ours at Davis-Monthan.

Sales prices for our work are developed based on factors such as complexity of work, labor hours and material costs associated with each individual order. Our accounting system is based on accrual accounting techniques used to record income and expenses as they are incurred.

Our budget estimates are based on expected expenses, revenue and projected workload, very much like a business. Thus far in fiscal 2003, we experienced a cost avoidance of \$26 per dollar spent to operate the center.

Additionally, our production increased by 198,000 hours, and requirements by \$27.2 million.

This means that AMARC's business and financial plans developed for fiscal 2003 were adhered to and had the effective ingredients for ensuring the best customer support possible.

# Idle Chatter or Information ?

**By Ralph Schoneman**  
Executive Director

Communication is the most important element in any organization and crucial to its success. Communication, downward from the most senior leader or upward from the newest employee, is imperative to foster an understanding of the organization's goals, objectives, and strategies, and providing feedback on how well those goals are being met. In a general sense, effective communications ensures that people know how and when to do things; people work efficiently together because they have a common understanding of goals and objectives; leadership understands what is happening in the organization; and employees understand that their efforts are appreciated and recognized.

Communication takes a variety of forms to include verbal and written information, conversation, and body language.

So, what is the big deal? Why do so many organizations struggle with this topic?

Efficient and effective communication requires that the message being conveyed is clear, concise, and understood. Communication also requires that the listener receives and understands the message being sent. There must be some control over the communication process to ensure the flow of information is correct. We need to be cognizant that everyone is different and perceives the world differently.

In everything we say and hear in the or-

ganization, we must constantly look out for ambiguity and clarify misunderstanding. The greatest source of difficulty in ambiguity is that words have different meanings to different people depending on context, perspective and culture.

If we recognize a potential for misunderstanding, we should immediately seek clarification and correct ambiguity. Remember, people make mistakes in communicating or mishear what's communicated. It's our responsibility to ensure that the communication is correct. An important rule is to simply ask for confirmation.

Effective communications require each individual take responsibility when they do not understand.

Responsibility also means that we must listen effectively. We were given one mouth and two ears on purpose. Listen effectively to what the communicator is saying. Do not take things personally or drift off thinking about initial impressions.

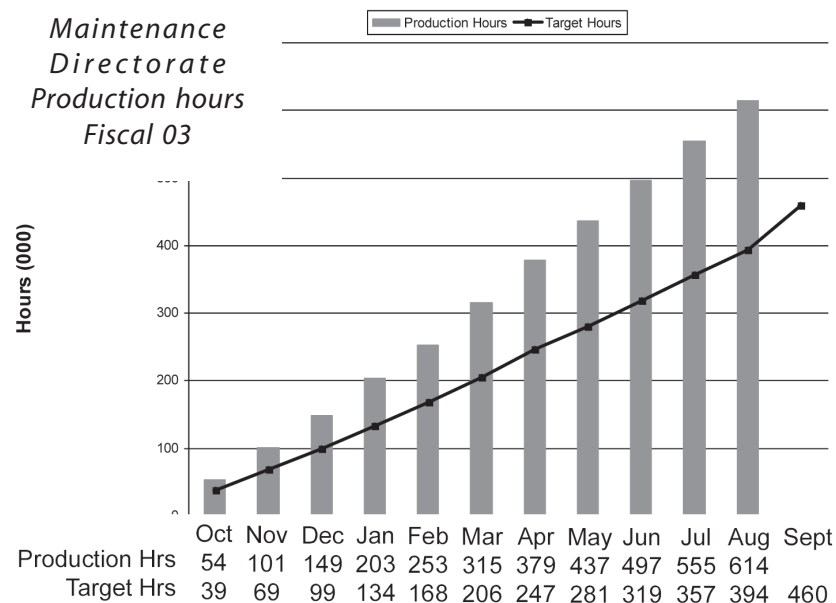
You may miss the most important aspect of the information that allows you to comprehend the entire meaning of the communication. If you still do not understand, then say so.

Communication is a formal process between two or more individuals. Idle chatter, rumors, subversive discussions are not effective means of communication in an organization.

There are formal communication processes established to ensure that the goals, objectives and strategies of the organization are clearly communicated. By relying on informal channels of communication, you almost guarantee that the information will be flawed in some way or another.

Diversity in our work force is an asset. Valuing diversity means taking advantage of the differences in people to accomplish the goals and objectives of the organization in an effective and efficient manner.

Communicating with others in the organization involves being aware that we all come with different backgrounds, prejudices, religions, etc, and at times, inter-



# Rules for accessing AMARC

**Johnny Baker**  
Security Officer

Did you know that AMARC is a Controlled area? This designation is based on it's \$29 billion inventory of over 4,300 aircraft parked on 2,600 acres of desert and the large number of aerospace vehicles being inspected, modified and overhauled in this active industrial complex.

Due to AMARC's Controlled Area status, all personnel within the premises must have a controlled area badge or be escorted. During peak traffic time, the Wilmot gate is manned by security personnel to ease the flow of traf-

fic. Magnetic key cards allowing unrestricted access are only issued to AMARC assigned personnel, selected support activities and emergency vehicles. The safekeeping of magnetic cards is the card holder's responsibility.

When entering the premises, card holders must ensure the gate is closed, before preceding to their destination, to prevent unauthorized personnel from entering the area. Magnetic cards are not transferable.

Personnel permanently changing duty stations must return the card to the AMARC security office before departure.

Questions can be directed to the AMARC security office at 228-8284.



2nd Lt. Daniel King

## Information

From page 1

pret information in a very different way. Be aware and consider diversity as you communicate with others in the organization. A "dry county" in Arizona can be interpreted as no

rain. A "dry county" in the Midwest is interpreted very differently.

Communication at AMARC is abundant. Staff meetings, newsletters and inputs to the Commander occur at least weekly. The question each of us needs to ask of ourselves is are

we using the formal system, using the aforementioned skills or are we involved in idle chatter? Improvements in communication occur using the formal system. Informal systems only lead to misinformation and misunderstanding.

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LOG ON TO  
YOUR FUTURE

## USAF Installations Director visits AMARC

By 2Lt Daniel King  
Public Affairs

Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics, toured AMARC recently to talk of transformation. AMARC also took the opportunity to brief him on the AMARC Business System (ABS) architecture of commercial off the shelf software integrated application tools and the latest successful initiative to certify ABS as Chief Financial Officer Act compliant.

"The ABS allows us today, in a real-time operating environment, the ability to look at performance and financial data from different perspectives and be most effective in identifying inhibitors that are keeping the center from expanding its competencies to be all it can be." Explains Caroline Sturm, AMARC Financial Analysis Division Chief.

In it's implementation, AMARC is at the leading edge of the command as this initiative will help logistics centers address current issues by being proactive in handling problems rapidly and effectively.

One way AMARC is looking to meet the customer's needs is by adopting Lean Depot



Teresa Vanden-Heuvel

Ralph Schoneman, AMARC Executive Director, Mr. Gibbs, Assistant Secretary of the Air Force for Installations, Rick Sherman, AMARC Aircraft Electrician Supervisor, and Col. Castillo, AMARC Commander, tour the maintenance shelter where AMARC's vital A-10 depot transitional maintenance is accomplished.

Repair concepts - a task Mr. Gibbs said not only has AMARC heading in the right direction, but also falls in line with future transformation. All those things will give AMARC the oppor-

tunity to do other things that make a greater contribution. "We've got to eliminate the things that aren't adding value to our product - and our product is to support the warfighter."



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